

Message Text

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ACTION EUR-12

INFO OCT-01 ISO-00 ONY-00 /013 W
-----126150 012333Z /61-R
P 012238Z MAY 78
FM AMEMBASSY OTTAWA
TO SECSTATE WASHDC PRIORITY 7255

LIMITED OFFICIAL USE SECTION 01 OF 10 OTTAWA 02236

STADIS//////////

E.O. 11652: NA
TAGS: OGEN
SUBJECT: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGE-
MENT (GORM) REPORT

REF: A) STATE 291277; B) STATE 63477; C) STATE 84561;
D) OTTAWA A-46, 2/22/78

THIS MESSAGE CONSTITUTES MISSION'S RESPONSE TO REF B.

INDEX OF REQUIRED ITEMS:

- I. FORM ZBB-1
- II. FORM ZBB-2
- III. FORM ZBB-3 (PACKAGE ONE OF THREE)
- IV. FORM ZBB-3 (PACKAGE TWO OF THREE)
- V. FORM ZBB-3 (PACKAGE THREE OF THREE)
- VI. NARRATIVE SECTION ON NON-SALARY FUNDING

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VII. AMBASSADOR'S EVALUATIONS OF OTHER AGENCIES

VIII. RANK ORDER LISTING

NOTE: BEGINNING WITH ACTIVITY DESCRIPTION OF PACKAGE
ONE, AND FOLLOWING THROUGH IN SUBSEQUENT SECTIONS GORM
REPORT, ARE ROMAN NUMERAL REFERENCES TO MISSION'S GOALS

AND OBJECTIVES. THESE REFERENCES ARE KEYED TO REPAIR.

I. FORM ZBB - 1
FY1980

1. TOTAL STATE U.S. PERSONNEL - 106.
2. TOTAL STATE FSL - 158.
3. TOTAL STATE PERSONNEL RESOURCES AT THE MISSION - 264.

A. PACKAGE I (LINE 3 TIMES 90 PERCENT) EQUALS 95 U.S.
AND 142 FSL; OR EQUIVALENT.

B. PACKAGE II (LINE 3 TIMES 5 PERCENT) EQUALS 6 U.S. AND
8 FSL; OR EQUIVALENT.

C. PACKAGE III (LINE 3 TIMES 5 PERCENT) EQUALS 5 U.S. AND
8 FSL; OR EQUIVALENT.

RATIO: 1 U.S. EQUALS 3 FSL.

II. FORM ZBB-2: PACKAGE WORKSHEET.
ZERO-BASE BUDGETING FY-1980
PERSONNEL RESOURCE WORKSHEET.

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(LEFT HALF OF CHART)

(1)	(2)	(3)	(4)
	FY 1978		
	AMER.	AMER.	
	OFF.	STAFF	FSL

EXEC	11	7	7
POL	3	2	-
E/C/LABOR	14	3	9
CONS	33	0	93
ADMIN	16	2	47
OTHE	11	1	-
TOTAL THIS			
PACKAGE	88	15	156

CUMULATIVE
TOTAL

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INCLUDES: INTERNATIONAL JOINT COMMISSION (9 OFF., 1
----- STAFF)
----- 1 LANGUAGE OFFICER (FSI)
----- 1 ROTATIONAL OFFICER
RATIO: 1 US EQUALS 3 FSL.
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(RIGHT HALF OF CHART)

(5) (6) (7) (8) (9) (10) (11) (12) (13)
PACKAGE I PACKAGE II PACKAGE III
AMER. AMER. AMER. AMER. AMER. AMER.
OFF. STAFF FSL OFF. STAFF FSL OFF. STAFF FSL

11	7	6	-	-	-	-	-	-
-3	2	-	-	-	-	-	-	-
-9	2	5	3	-	1	2	1	3
35	0	95	-	-	1	1	-	1
11	2	42	4	-	3	1	-	1
10	1	-	-	-	-	1	-	-
79	14	148	7	-	5	5	1	5

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79 14 148 86 14 153 91 15 158
III. FORM ZBB - 3
DECISION UNIT: CANADA
PACKAGE ONE OF THREE

A. ACTIVITY DESCRIPTION:

1. PACKAGE I PROFILES THE CAPABILITIES OF THE MISSION IN MEETING FOREIGN POLICY GOALS AND OBJECTIVES ESTABLISHED FOR CANADA (OTTAWA A-46, FEBRUARY 22, 1978) WHILE OPERATING WITH 90 PERCENT OF THE PROJECTED FY1980 PERSONNEL COMPLEMENT. SUCH A REDUCTION WOULD VIRTUALLY ELIMINATE TRADE PROMOTION ACTIVITIES. ADMINISTRATIVE SUPPORT AVAILABLE AT THE CONSTITUENT POSTS WOULD BE GREATLY REDUCED. IN THE CONSULAR AREA, A SHIFTING OF IV AND POSSIBLY NIV CONSULAR FUNCTIONS FROM QUEBEC CITY TO MONTREAL WOULD ALLOW FOR SMALL REDUCTIONS.

2. THE EXECUTIVE COMPLEMENT, UNAFFECTED BY REDUCTIONS, COULD CONTINUE TO OVERSEE THE PURSUIT OF AGREED GOALS AND OBJECTIVES, CONDUCT POLICY ASSESSMENTS AND CARRY OUT OVERALL MANAGEMENT OF USG ACTIVITIES IN CANADA. DIRECT, HIGH LEVEL REPRESENTATIONS AND NEGOTIATIONS COULD CONTINUE AT AN ACCEPTABLE LEVEL, INCLUDING GOVERNMENT - PRIVATE SECTOR CONTACTS.

3. THE POLITICAL COMPLEMENT, ALREADY VERY LIMITED IN SIZE, SIMILARLY WOULD BE UNAFFECTED BY REDUCTIONS. REPORTING, AND THE DEVELOPMENT AND STRENGTHENING OF SPECIFIC BILATERAL AND MULTILATERAL COOPERATIVE EFFORTS, EMBODIED IN GOALS I, II, III, IV AND V, COULD CONTINUE.

4. THE ECONOMIC/COMMERCIAL COMPONENT, REDUCED BY 5 LIMITED OFFICIAL USE

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OFFICERS, 1 STAFF AND 4 FSL POSITIONS, WOULD BE ABLE TO CARRY OUT ONLY HIGH PRIORITY ANALYSIS, REPORTING, REPRESENTATION, NEGOTIATION AND PROTECTION SUFFICIENT TO FULFILL GOALS II, III AND IV AT A REDUCED LEVEL OF COMPLIANCE. THE FOLLOWING TRADE PROMOTION AND COMMERCIAL INTELLIGENCE PROGRAMS WOULD BE DISCONTINUED: TRADE OPPORTUNITIES (TOPS); WORLD TRADERS DATA REPORTS (WTDR'S) AND AGENTS AND DISTRIBUTORS SERVICES (ADS). BUSINESS SERVICES WOULD BE SHARPLY REDUCED. SUMMARY OF REDUCTIONS: 6 U.S. (E/C OFFICER, OTTAWA; COMMERCIAL OFFICERS IN MONTREAL, TORONTO, VANCOUVER AND CALGARY; SECRETARY, MONTREAL) AND 4 FSL'S (COMMERCIAL ASSISTANTS IN MONTREAL, TORONTO AND VANCOUVER; JR. ASSISTANT, OTTAWA).

5. THE ADMINISTRATIVE SECTION WOULD SIMILARLY EXPERIENCE SUBSTANTIAL REDUCTIONS. WITH THE ELIMINATION OF FIVE OFFICER AND 4 FSL POSITIONS, MANY OF THE DAY-TO-DAY ADMINISTRATIVE REQUIREMENTS WOULD BE DISPERSED AMONG REMAINING LOCAL EMPLOYEES OR BE ABSORBED BY PRINCIPAL

OFFICERS AND THEIR DEPUTIES (WHERE PRESENT). SUMMARY OF REDUCTIONS: 5 U.S. (ADMIN OFFICERS IN MONTREAL, TORONTO, VANCOUVER; ASSISTANT GSO, OTTAWA; C AND R OFFICER, OTTAWA) AND 4 FSL'S (ADMIN ASSISTANT, HALIFAX; SENIOR ADMIN ASSISTANT, WINNIPEG; SENIOR ADMIN CLERK, CALGARY; ADMIN ASSISTANT GSO, QUEBEC).

6. THE SUBSTANTIAL CONSULAR COMPONENT WOULD BE AFFECTED RELATIVELY LITTLE, WITH A REDUCTION OF ONE OFFICER AND TWO FSL POSITIONS. STATUTORY CONSULAR REQUIREMENTS COULD BE MET, GIVEN PROJECTED PERSONNEL GAINS AND BARRING SUBSTANTIAL WORKLOAD INCREASES. IN ORDER TO MAKE A REDUCTION OF AN OFFICER AND FSL POSITION POSSIBLE, IT WOULD BE

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TO SECSTATE WASHDC PRIORITY 7257

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STADIS//////////

NECESSARY TO SHIFT IV AND POSSIBLY NIV FUNCTIONS FROM QUEBEC CITY TO MONTREAL. THE LOSS OF THE CONSULAR POSITION IN HALIFAX WOULD REQUIRE DISTRIBUTION OF THESE RESPONSIBILITIES AMONG THE REMAINING STAFF. SUMMARY OF REDUCTION: 1 U.S. (CONSULAR OFFICER, QUEBEC) AND 2 FSL'S (JUNIOR CONSULAR ASSISTANT, QUEBEC; SENIOR CONSULAR CLERK, HALIFAX).

7. WITH REGARD TO THE INTERNATIONAL JOINT COMMISSION (IJC), ITS COMPLEMENT WOULD BE REDUCED BY ONE, THE SENIOR ENGINEER (SANITARY) POSITION.

- THIS FY 1980
B. RESOURCE FY78 FY79 PACKAGE CUMULATIVE
REQUIREMENT ONLY

- OFFICERS	88	88	79	79
- STAFF	15	15	14	14

- FSL'S 156 156 148 148

TOTALS 259 259 241 241

INCLUDED IN TOTALS ARE 12 US POSITIONS FROM OTHER
CATEGORY: 11 OFFICERS, 1 STAFF.

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C. IMPACT ON POLICY GOALS, OBJECTIVES AND ESSENTIAL
ACTIVITIES:

1. TO REACH THE LEVEL IMPOSED BY THIS PACKAGE, WE MADE
THE FOLLOWING BASIC JUDGMENTS. THE EXECUTIVE AND POLITI-
CAL COMPONENTS ARE ALREADY LEAN; ANY REDUCTIONS WOULD HAVE
AN UNACCEPTABLE IMPACT ON HIGH PRIORITY ACTIVITIES. IN
THE CONSULAR AREA, STATUTORY REQUIREMENTS, CURRENT (AND
PROJECTED) WORKLOAD, PUBLIC AND CONGRESSIONAL CONCERNS
MAKE ONLY MINOR REDUCTIONS POSSIBLE. THE ECONOMIC AND
ADMINISTRATIVE AREAS REMAIN AS THE ONLY ALTERNATIVES.

2. IN THE ECONOMIC AREA, REPORTING AND ANALYSIS IN FUL-
FILLMENT OF GOALS II, III, AND IV WOULD BE CURTAILED.
REPRESENTATION IN RESPONSE TO SPECIFIC WASHINGTON REQUESTS
COULD BE MAINTAINED AND CERP REPORTING REQUIREMENTS MET.
ECONOMIC AND FINANCIAL ACTIVITIES, INCLUDING THE FREQUENCY
AND DEPTH OF ECONOMIC FORECASTS AND ANALYSIS OF THE
CANADIAN ECONOMY, WOULD BE SHARPLY REDUCED, THEREBY DIMIN-
ISHING OUR UNDERSTANDING OF KEY ELEMENTS OF THE U.S.-
CANADA RELATIONSHIP. THE EMBASSY COULD CONTINUE ONLY TO
MONITOR, BUT NO LONGER CONTRIBUTE ANALYSIS TO, ONGOING
CONSULTATIONS ON ANTITRUST MATTERS, AUTO PACT AND INVEST-
MENT CONTROL. MAINTENANCE OF DATA ON THE CANADIAN ECONOMY
WOULD BE LIMITED TO PUBLISHED SOURCES. ASSEMBLY OF DATA
IN FORMS NECESSARY FOR ECONOMIC ANALYSIS AND FORECASTING
WOULD BE ELIMINATED, AS WOULD SPECIALIZED DATA ON ECONOMIC
DEVELOPMENTS IN SPECIFIC PROVINCES. REMOVING THESE
SOURCES WOULD SEVERELY RESTRICT MONITORING AND ANALYSIS
OF THE ECONOMIC ASPECTS OF REGIONAL DISPARITIES AND
SEPARATIST TENDENCIES IN OPPOSITION TO CANADIAN UNITY.

3. TYPING AND FILING DONE BY THE EMBASSY'S FSL SECRETARY/
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LIBRARIAN/STATISTICIAN WOULD NEED TO BE SHIFTED TO THE
ECONOMIC SECTION'S TWO AMERICAN SECRETARIES. CENTRALIZED

MAINTENANCE OF REFERENCE SOURCES FOR THE EMBASSY AS A WHOLE WOULD BE ELIMINATED AND INDIVIDUAL USERS WOULD ASSUME RESPONSIBILITY, WITH A LOSS OF EFFICIENCY AND AVAILABILITY. STATISTICAL WORK WOULD BE ELIMINATED.

4. TRADE PROMOTION, INCLUDING COMMERCIAL INTELLIGENCE ACTIVITIES, WOULD BE VIRTUALLY ELIMINATED. BECAUSE OF THE CLOSE INTEGRATION OF THE U.S. AND CANADIAN ECONOMIES, IT WOULD BE FEASIBLE TO CURTAIL TRADE PROMOTION PROGRAMS, WHICH ARE ONLY MARGINALLY PRODUCTIVE IN CANADA, PROVIDED WASHINGTON ELIMINATED THE REQUIREMENT FOR THEM, E.G., TO'S, WTDR'S, FTL, ADS. FURTHERMORE, SERVICES TO U.S. AND CANADIAN BUSINESSMEN WOULD BE DRASTICALLY REDUCED, WITH REQUESTS FOR ASSISTANCE OR INFORMATION BEING REFERRED TO WASHINGTON WHEREVER POSSIBLE. THE RESIDUAL WORKLOAD IN THE CURTAILED AREAS AND PROTECTION OF U.S. COMMERCIAL INTERESTS WOULD BE HANDLED BY THE REMAINING COMMERCIAL STAFF: ONE FSL EACH IN OTTAWA, MONTREAL, TORONTO, AND VANCOUVER AND ONE OFFICER IN OTTAWA WHO WOULD BE EXPECTED TO CONCENTRATE PRIMARILY ON TRADE POLICY REPORTING AND ANALYSIS AND TO SUPPORT BILATERAL TRADE NEGOTIATIONS.

5. IN THE ADMINISTRATIVE AREA, THE IMPACT OF THE PROPOSED REDUCTIONS IS NOT EASILY QUANTIFIABLE. THE ELIMINATION OF THE U.S. ADMINISTRATIVE OFFICER POSITIONS AT THE THREE LARGEST CONSTITUENT POSTS (TORONTO, MONTREAL AND VANCOUVER) WOULD REMOVE A CRITICAL, ON-SITE SUPPORT FUNCTION PARTICULARLY IN TERMS OF REQUIRED REPORTS, THE POST SECURITY PROGRAM, BUDGETARY INPUT, A NECESSARY AMERICAN INVOLVEMENT AND EXPERTISE IN CONTRACTING AND LEASING, THE POST PERSONNEL PROGRAM, AND BASIC SUPPORT TO OTHER

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STADIS//////////

USG ACTIVITIES SUCH AS ICA, ICAO AND DEA. THIS REDUC-
TION IN U.S. ADMINISTRATIVE POSITIONS WOULD IMPACT
DIRECTLY ON THE PRINCIPAL OFFICERS AND THEIR DESIGNATED
DEPUTIES; THEIR FOCUS WOULD IN PART HAVE TO BE SHIFTED
AWAY FROM REPORTING, STATUTORY CONSULAR REQUIREMENTS AND
OTHER PROGRAM ACTIVITIES TO ACCOMMODATE ADMINISTRATIVE
RESPONSIBILITIES. THE OVERALL RESULT, HOWEVER, IS THAT
THE ADMINISTRATIVE CAPABILITY AT POST WOULD BE CURTAILED
MARKEDLY. FROM THE EMBASSY PERSPECTIVE, SUCH REDUCTIONS
WOULD, IN TURN, REQUIRE MUCH GREATER EMBASSY INVOLVEMENT
IN DAY-TO-DAY POST ADMINISTRATION, REQUIRING A CONSIDER-
ABLE AMOUNT OF TRAVEL BY EMBASSY OFFICERS TO THE CON-
STITUENT POSTS. AT THE SAME TIME, THE ELIMINATION OF THE
U.S. ASSISTANT GSO POSITION IN OTTAWA WOULD FURTHER REDUCE
THE EMBASSY'S CAPABILITY TO MINISTER TO THE EXPANDED
NEEDS OF THE POSTS.

6. ELIMINATION OF THE IDENTIFIED FSL ADMINISTRATIVE
POSITIONS WOULD HAVE A SIMILAR EFFECT ON THE PROVISION OF
SERVICES. THE IMPACT WOULD PROVE ESPECIALLY SEVERE IN
WINNIPEG AND CALGARY; THE NOW CENTRALIZED FUNCTIONS WOULD
HAVE TO BE SPREAD OUT AMONG SEVERAL CONSULAR STAFF MEM-
BERS IN EACH INSTANCE, MORE THAN LIKELY RESULTING IN UN-
EVEN AND CERTAINLY LESS RELIABLE PERFORMANCE.
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7. AS A SEPARATE CONSIDERATION, THE REDUCTION OF A C AND
R POSITION AT THIS LEVEL WOULD HAVE SIGNIFICANT IMPACT.
EFFORTS WOULD HAVE TO BE MADE TO REDUCE THE TRAFFIC
VOLUME, PARTICULARLY LATERAL TRAFFIC AND TELEGRAMS UNDER
THE "COLLECTIVE" HEADING. AN FSL TELEX OPERATOR MIGHT
HAVE TO BE ESTABLISHED IN CONJUNCTION WITH A RELOCATION
OF THE TELEX MACHINES TO A PLACE NEAR THE COMMUNICATIONS
CENTER; ALL UNCLASSIFIED RELAY OPERATIONS WOULD THEN BE
HANDLED WITH THIS NEW ARRANGEMENT. THE HOURS OF COVERAGE
OF THE COMM CENTER WOULD REQUIRE SHORTENING, EITHER DURING
THE WEEK OR ELIMINATING SATURDAYS. LASTLY, IT WOULD BE
EXTREMELY DIFFICULT TO PROVIDE COURIER DUTIES, CLASSIFIED
RUNS OR OTHER DUTIES WHICH REQUIRE ABSENCE FROM THE COMM
CENTER. ABSENCES FROM POST MAY REQUIRE TDY ASSISTANCE.

8. IN THE CONSULAR AREA, MONTREAL--WITH ITS ALREADY
HEAVY WORKLOAD--COULD PROBABLY ABSORB THE IV, AND POSSIBLY
NIV, FUNCTIONS FROM QUEBEC. HOWEVER, APPLICANTS WOULD BE
FORCED TO MAKE THEIR APPLICATIONS SOME 157 MILES FURTHER
AWAY. THE PROVINCIAL GOVERNMENT MAY, MOREOVER, TAKE UM-
BRAGE AT THIS CUT IN SERVICES. THE REDUCTIONS OF A U.S.
AND AN FSL POSITION, AND THE RESULTING SHIFT OF RESIDUAL

CONSULAR WORK TO THE REMAINING OFFICERS, RISK COMPROMISING THEIR CAPACITY TO PROVIDE SUFFICIENT POLITICAL REPORTING AND ANALYSIS (GOAL I) DURING THIS CRITICAL PERIOD IN PROVINCIAL AND NATIONAL POLITICS.

9. WITH REGARD TO THE IJC, THE LOSS OF THE SENIOR ENGINEER WOULD CURTAIL THE PROFESSIONAL SUPERVISORY CAPABILITY OF THE GREAT LAKES REGIONAL OFFICE AND WOULD REDUCE THE ABILITY OF THE OFFICE TO PROVIDE SUPPORT TO THE IJC AND THE GREAT LAKES QUALITY AGREEMENT INSTITUTIONS.
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IV. FORM ZBB - 3
DECISION UNIT: CANADA
PACKAGE TWO OF THREE

A. ACTIVITY DESCRIPTION

1. IN THE ADMINISTRATIVE AREA, THE U.S. ADMINISTRATIVE OFFICER POSITIONS WOULD BE RESTORED AT THE MAJOR CONSTITUENT POSTS (MONTREAL, TORONTO AND VANCOUVER). SIMILARLY, KEY FSL POSITIONS WOULD BE RESTORED IN WINNIPEG, CALGARY AND HALIFAX. THE INCLUSION OF A C AND R OFFICER IN THIS PACKAGE WOULD RAISE THE EMBASSY'S C AND R MANNING TO THE FULL COMPLEMENT. BASIC SUPPORT COULD BE RESTORED TO OTHER USG ACTIVITIES.

2. FOR THE CONSULAR COMPONENT, THE RESTORATION OF THE FSL CONSULAR POSITION IN HALIFAX WOULD BRING THAT POSTS'S CONSULAR STAFFING TO ITS FULL COMPLEMENT.

3. IN THE ECONOMIC/COMMERCIAL FIELD, THE U.S. ECONOMIC/COMMERCIAL OFFICER AND FSL JUNIOR E/C POSITIONS IN OTTAWA, AND THE TWO U.S. COMMERCIAL OFFICER POSITIONS (ONE EACH IN CALGARY AND MONTREAL) WOULD BE RESTORED.

- THIS
B. RESOURCE PACKAGE FY 1980
REQUIREMENT FY78 FY79 ONLY CUMULATIVE

-OFFICERS	88	88	7	86
-STAFF	15	15	-	14
-FSL'S	156	156	5	153
TOTALS	259	259	12	253

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INCLUDED IN TOTALS ARE 12 US POSITIONS FROM OTHER
CATEGORY: 11 OFFICERS, 1 STAFF.

C. IMPACT ON POLICY GOALS, OBJECTIVES AND ESSENTIAL
ACTIVITIES:

1. THE ADMINISTRATIVE OFFICER POSITIONS IN MONTREAL,
TORONTO AND VANCOUVER WOULD PROVIDE NECESSARY ON-SITE
SUPPORT FUNCTIONS, ALLOWING THE PRINCIPAL OFFICERS AND
DEPUTIES TO CONCENTRATE MORE FULLY ON REPORTING, STATUTORY
REQUIREMENTS AND PROGRAM ACTIVITIES. WITH THIS ADDED
CAPABILITY AT CONSTITUENT POSTS, THE EMBASSY WOULD EX-
PERIENCE GREATLY REDUCED INVOLVEMENT IN THEIR DAY-TO-DAY
ADMINISTRATION. THE SAME EFFECT WOULD OBTAIN WITH THE
RESTORATION OF THE KEY ADMINISTRATIVE FSL POSITIONS IN
CALGARY, WINNIPEG AND HALIFAX. MOREOVER, THE PRESENCE OF
THE ADMINISTRATIVE FSL'S WOULD ALLOW FOR CONSOLIDATION OF
THE VARIED BUDGET, CASHIER AND SUPPLY FUNCTIONS WHICH
OTHERWISE WOULD BE DISPERSED AMONG THE CONSULAR STAFF.
FINALLY, THESE ADMINISTRATIVE POSITIONS WOULD ALLOW A
RESTORATION OF BASIC SUPPORT TO OTHER USG ACTIVITIES.

2. WITH THE RESTORATION OF THE TWO ECONOMIC AND TWO
COMMERCIAL POSITIONS, COMPLETE ECONOMIC AND FINANCIAL
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REPORTING AND ANALYSIS WOULD BE CONTINUED IN THE EMBASSY
AND CERTAIN KEY TRADE PROMOTION AND PROTECTION ACTIVITIES,
WHICH WOULD HAVE BEEN ELIMINATED IN CALGARY AND MONTREAL,
WOULD BE POSSIBLE.

V. FORM ZBB - 3

DECISION UNIT: CANADA

PACKAGE THREE OF THREE

A. ACTIVITY DESCRIPTION:

1. ALL THE ACTIVITIES CURRENTLY CONDUCTED BY THE EMBASSY IN THE PURSUIT OF ESTABLISHED GOALS AND OBJECTIVES WOULD BE CONTINUED.

2. IN THE CONSULAR AREA, QUEBEC, WITH THE RESTORATION OF THE U.S. AND FSL POSITIONS, WOULD PERFORM THE FULL RANGE OF CONSULAR FUNCTIONS.

3. IN THE ECONOMIC AREA, THE COMMERCIAL PROGRAM WOULD BE RESTORED TO ITS FULL COMPLEMENT AND RANGE OF ACTIVITIES IN TRADE PROMOTION, BUSINESS SERVICES, AND REQUIRED REPORTING.

4. THE ADMINISTRATIVE COMPONENT, AT FULL COMPLEMENT, WOULD BE ABLE TO PROVIDE ITS CURRENT FULL RANGE OF SUPPORT SERVICES.

5. WITH THE RESTORATION OF THE SENIOR ENGINEER POSITION TO THE IJC, A FULL PROFESSIONAL SUPERVISORY CAPABILITY WOULD BE AVAILABLE IN THE GREAT LAKES REGIONAL OFFICE.

- THIS

B. RESOURCE PACKAGE FY 1980
REQUIREMENT FY78 FY79 ONLY CUMULATIVE
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OFFICERS	88	88	5	91
STAFF	15	15	1	15
FSL'S	156	156	5	158
TOTALS	259	259	11	264

INCLUDED IN TOTALS ARE 12 US POSITIONS FROM OTHER CATEGORY: 11 OFFICERS, 1 STAFF.

C. IMPACT ON POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES:

1. EMBASSY BELIEVES THAT IF PROJECTED CONSULAR ADDITIONS ARE INDEED FILLED, WE WILL BE ABLE TO KEEP UP WITH STEADILY INCREASING CONSULAR REQUIREMENTS.

2. THE CURRENT STAFFING LEVELS IN THE ADMINISTRATIVE AND ECONOMIC COMPONENTS ARE ADEQUATE TO ACCOMMODATE INEXORABLE, BUT MARGINAL, INCREASES IN WORK REQUIREMENTS.

3. THE SAME WOULD HOLD TRUE FOR THE EXECUTIVE AND POLITICAL SECTIONS. IN THE FACE OF SUBSTANTIALLY INCREASED WORK REQUIREMENTS, HOWEVER, THE POLITICAL COMPONENT WOULD BE GIVEN HIGHEST PRIORITY FOR INCREASED STAFFING.

VI. NARRATIVE SECTION ON NON-SALARY FUNDING

1. THIS FUNDING AREA REPRESENTS IN THE AGGREGATE ROUGHLY 42 PERCENT OF THE TOTAL COUNTRY BUDGET. AS PART OF PREVIOUS BELT-TIGHTENING, THE EMBASSY HAS ALREADY INSTITUTED MEASURES TO ECONOMIZE, SUCH AS CONTRACTING OUT FOR

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STADIS//////////

CHAR FORCE SERVICES. CURRENT BUREAU CONTROLS OF OBJECT CLASS 3100 ITEMS (EQUIPMENT AND FURNISHINGS) ENSURE THAT MINIMUM REQUIREMENTS ARE MET. SHARED RENTAL PROPERTIES ARE FEW, LIMITED TO FACILITIES FOR THE MARINE GUARD AND NCOIC. PROGRAM RENTAL COSTS FOR OFFICE SPACE (MONTREAL AND HALIFAX, FOR EXAMPLE) DO REPRESENT SIGNIFICANT FUNDING AMOUNTS, BUT OUR FLEXIBILITY IS LIMITED: LEASES STILL HAVE TIME TO RUN; AND RELOCATING WOULD INCREASE COSTS. A SIMILAR INFLEXIBILITY EXISTS REGARDING LEASED COMMUNICATIONS AND UTILITIES, THOUGH THE EMBASSY STEADILY MONITORS USAGE.

2. UPON EXAMINATION, TYPES OF NON-SALARY FUNDING WHERE SOME FLEXIBILITY EXISTS ARE: TELEPHONE USAGE, AND TO A MUCH LESSER DEGREE XEROX REPRODUCTION; TRAVEL; REPRESENTATION; AND OFFICIAL RESIDENCE EXPENSES.

3. WITH REGARD TO THE FIRST ITEM, TELEPHONE USAGE, REDUCED

FUNDING WOULD REQUIRE MUCH STRICTER CONTROLS ON FREQUENCY OF CONTACT BETWEEN THE EMBASSY AND THE DEPARTMENT, AND THE EMBASSY AND CONSTITUENT POSTS. THE CARRYING OUT OF DAILY BUSINESS BY PHONE WOULD BE CURTAILED. GREATER RELIANCE WOULD HAVE TO BE PLACED ON CABLE TRAFFIC, INCREASING THE WORKLOAD OF THE ALREADY PRESSED COMM CENTER AND LIMITED OFFICIAL USE

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SECRETARIAL RESOURCES. AT THE CURRENT FUNDING LEVEL, TELEPHONE CONTACTS FOR DAILY BUSINESS WOULD CONTINUE UNDER MONITORING BY EMBASSY TO DETERMINE LEVEL OF USAGE AND NATURE OF CALLS.

4. XEROX REPRODUCTIONS, UNDER THE REDUCED FUNDING PROFILE, WOULD BE CONSOLIDATED, WITH SOME MACHINES REMOVED. AT CURRENT FUNDING LEVEL, THE NUMBER OF MACHINES WOULD REMAIN THE SAME WITH THE PRESENT ACCOUNTING CONTROLS IN EFFECT.

5. WHILE OFFICIAL RESIDENCE EXPENSES (ORE) REPRESENT A DISCRETIONARY ITEM, THE CURRENT FUNDING LEVEL IS REQUIRED TO MAINTAIN THE PHYSICAL PLANT OF THE COM AND DCM RESIDENCES. ORE SALARIES ARE MONITORED TO CONFORM TO LOCAL GOING RATES; DIRECT COSTS ARE SCRUTINIZED AND CONTROLLED TO AVOID EXCESSES.

6. WITH REGARD TO REPRESENTATION, WE HAVE SUBSTANTIALLY INCREASED ACTIVITY OVER THE LAST TWO YEARS, AT THE DIRECTION OF THE DEPARTMENT. EXPANDED EFFORT WAS DEEMED PARTICULARLY CRITICAL FOR THREE CONSTITUENT POSTS WHERE THE U.S. PRESENCE WAS NOT BEING EFFECTIVELY PROJECTED. CURRENTLY, CONTROLS ARE IN EFFECT TO ENSURE THAT REPRESENTATION IS PUT TO GOOD USE. OFFICERS ARE FREQUENTLY EXHORTED TO KEEP COSTS DOWN AND TO USE THE MOST EFFECTIVE MEANS TO REACH INTENDED TARGETS OF OPPORTUNITY. THOUGH THE PER CAPITA SHARE OF REPRESENTATIONAL ALLOWANCES FOR OFFICERS IS MINIMAL, THE CURRENT FUNDING LEVEL IS ADEQUATE WITH CLOSE MONITORING. CUTS WOULD RESULT IN A REDUCED ABILITY TO REACH AGREED GOALS AND OBJECTIVES, GIVEN THE SIZE AND RANGE OF THE U.S.-CANADIAN RELATIONSHIP.

7. COUNTRY TRAVEL COSTS ARE, OF COURSE, AFFECTED
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SIGNIFICANTLY BY THE IMMENSITY OF THE COUNTRY AND THE RELATIVE ISOLATION OF SEVERAL KEY LOCATIONS. PRISON VISITS REPRESENT ROUGHLY 30 PERCENT OF THE CURRENT ALLOT-

MENT; REDUCTION OF THIS REQUIREMENT WOULD THEREFORE BE OF SOME SIGNIFICANCE. WITH REGARD TO POLITICAL AFFAIRS, THE ABSENCE OF POLITICAL OFFICERS AT CONSTITUENT POSTS MAKES TRAVEL A NECESSITY IN ORDER TO CARRY OUT COUNTRY-WIDE ASSESSMENTS. SIMILARLY, TRAVEL RELATING TO ECONOMIC ACTIVITIES IS OF VITAL IMPORTANCE, GIVEN THE DEGREE OF ECONOMIC INTERDEPENDENCE AND AREAS OF COOPERATION BETWEEN THE U.S. AND CANADA. WITH REGARD TO TRAVEL BY THE AMBASSADOR, IT IS ESSENTIAL THAT HE MAKE PERIODIC CALLS ON THE NINE PROVINCIAL PREMIERS AND MEMBERS OF THEIR RESPECTIVE CABINETS IN ORDER TO ASSERT U.S. INTERESTS IN THOSE AREAS FALLING WITHIN PROVINCIAL (AS OPPOSED TO FEDERAL) PURVIEW. MOREOVER, FOR MAXIMUM IMPACT, THE AMBASSADOR'S PUBLIC SPEAKING PROGRAM MUST NOT BE CENTERED IN OTTAWA BUT MUST BE PURSUED IN THE KEY FINANCIAL, INDUSTRIAL AND AGRICULTURAL CENTERS OF THE COUNTRY. IN SUM, CURTAILMENT OF TRAVEL WOULD SERIOUSLY REDUCE OUR CAPABILITY TO PURSUE THE FULL RANGE OF GOALS AND OBJECTIVES, AND TO MEET DEPARTMENTAL REQUIREMENTS.

VII. AMBASSADOR'S EVALUATIONS

A. OFFICE OF THE DEFENSE ATTACHE, EMBASSY OTTAWA

1) THIS OFFICE COMPRISES NINE U.S. AND FOUR LOCAL POSITIONS. IT PERFORMS THE STANDARD REPORTING AND LIAISON FUNCTIONS, BUT THESE TAKE ON PARTICULAR IMPORTANCE IN CANADA BECAUSE OF OUR CLOSE RELATIONSHIP IN NORTH AMERICAN DEFENSE, BOTH AIR AND SEA, AND OUR JOINT INTEREST IN NATO. MILITARY PROCUREMENT IS ANOTHER MAJOR AREA OF ATTENTION. ALL OF THESE FUNCTIONS SERVE GOAL V.A. (STRENGTHENED

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MILITARY RELATIONSHIP).

2) AT THE CLOSE OF FY77, I SUCCEEDED IN AUGMENTING THE STAFF OF THE DEFENSE ATTACHE OFFICE (PREVIOUSLY ONE OFFICER FROM EACH BRANCH THE SERVICE) BY ONE OFFICER (ASSISTANT AIR ATTACHE TO ASSIST THE DEFENSE ATTACHE, WHO IS DOUBLE-HATTED AS DEFENSE ATTACHE AND AIR ATTACHE. THE PRESENCE OF THIS OFFICER HAS ENHANCED OUR ABILITY TO ACHIEVE OUR SUPPORTING OBJECTIVE OF ASSERTING U.S. INTEREST IN THE CANADIAN SELECTION OF A NEW FIGHTER AIRCRAFT.

3) THERE IS A FURTHER U.S. MILITARY PRESENCE IN CANADA WHICH HAS BEEN EXCLUDED FROM THE GORM EXERCISE, BUT WHICH I THINK SHOULD BE EXAMINED BY WASHINGTON AGENCIES IN THE OVERALL INTEREST OF REDUCING OUR PRESENCE ABROAD. I REFER TO THE MILITARY EXCHANGE PROGRAMS, AND PARTICULARLY TO THE STAFFS WHICH ADMINISTER THEM.

4) WITHIN CANADA, THE ARMY, NAVY AND AIR FORCE EACH MAINTAIN AN EXCHANGE PROGRAM OF OFFICERS SERVING IN REGULAR CANADIAN MILITARY BILLETS. THESE PROGRAMS CURRENTLY NUMBER 6 ARMY OFFICERS, 63 NAVY, AND 40 AIR FORCE. THE ARMY AND NAVY PROGRAMS ARE ADMINISTERED RESPECTIVELY BY THE ARMY AND NAVY ATTACHES. THE AIR FORCE IS AN EXCEPTION: LIMITED OFFICIAL USE

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IT MAINTAINS A SEPARATE OFFICE, MANNED BY ONE OFFICER AND FOUR ENLISTED MEN, TO ADMINISTER THE PROGRAM. IN MY VIEW, THAT OFFICE SHOULD BE ABOLISHED AND ITS RESPONSIBILITIES TRANSFERRED TO THE ASSISTANT AIR ATTACHE. TWO OF THE ENLISTED POSITIONS SHOULD BE RETAINED AND ASSIGNED TO THE ASSISTANT AIR ATTACHE IN HIS CAPACITY AS SUPERVISOR OF THE EXCHANGE PROGRAM. THIS CHANGE WOULD RESULT IN A SAVING OF THREE U.S. POSITIONS (ONE OFFICER AND TWO ENLISTED).

B. U.S. INTERNATIONAL COMMUNICATIONS AGENCY

1) U.S. ICA COMPRISES SEVEN U.S. AND TEN LOCAL POSITIONS. IT MAKES A SIGNIFICANT CONTRIBUTION TO GOALS I.D.; II.A; III.A, B, AND E; AND IV. A. G. AND J.

2) COMPARED WITH ACTIVITIES AT OTHER CLASS I MISSIONS, U.S. ICA HAS MOUNTED A RELATIVELY MODEST PROGRAM IN CANADA, MOSTLY TO SERVE THE MEDIA. I HAVE ALREADY SUCCESSFULLY PRESSED FOR EXPANSION IN SOME ASPECTS OF IT, NOTABLY INFORMATION DISSEMINATION AND THE INTERNATIONAL VISITORS PROGRAM. FURTHER EXPERIENCE IN RECENT MONTHS LEADS ME TO CONCLUDE THAT WE SHOULD DO MORE IN THE AREA OF "HIGH CULTURE." HISTORICALLY WE HAVE DONE VERY LITTLE

ON THE GROUNDS THAT CANADIANS ARE SUFFICIENTLY EXPOSED TO--
AND SOME MAY EVEN BEGIN TO RESIST--THIS ASPECT OF AMERICAN
CIVILIZATION. I NOW BELIEVE SOME SELECTIVE INITIATIVES
WOULD BE WELL RECEIVED. THEREFORE, I WOULD NOT RECOMMEND
ANY CUTS IN PROGRAM.

3) IT WOULD BE POSSIBLE TO ACHIEVE MUCH -- THOUGH NOT
ALL -- OF OUR CURRENT PRODUCT WHILE ELIMINATING THREE
POSITIONS. TO ACCOMPLISH THIS, WE COULD CLOSE OUR BRANCH
OFFICES IN TORONTO AND VANCOUVER. (WITH QUEBEC IN THE
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MIDDLE OF THE NATIONAL UNITY STRUGGLE, WE SHOULD NOT
CLOSE OUR OFFICE IN MONTREAL.) THOSE TWO BRANCHES EACH
COMPRISE ONE U.S. AND ONE LOCAL POSITION. OF THE FOUR
POSITIONS AFFECTED, WE WOULD HAVE TO RETAIN ONE U.S.
POSITION TO AUGMENT OUR OTTAWA OPERATION AND ESTABLISH A
"ROVING" CAPABILITY TO SERVE THOSE IMPORTANT AREAS OF
CANADA WHERE WE WOULD NO LONGER HAVE BRANCH POSTS. IN-
CREASED BUDGET FOR TRAVEL AND TELEPHONE CALLS WOULD ALSO
BE ESSENTIAL. THE RESULT WOULD BE BETTER MANAGEMENT
CONTROL, AND THE ADVANTAGE OF HAVING OUR INTERESTS IN THE
FIELD REPRESENTED BY AN OFFICER WHO, BEING AT THE CENTER
OF MISSION ACTIVITY IN CANADA, WOULD BE BETTER VERSED IN
CURRENT POLICY AND OPERATIONS THAN OFFICERS PERMANENTLY
STATIONED AT MORE DISTANT POINTS. THE COST TO US WOULD
BE IN SOME DIMINUTION OF LOCAL CONTACTS.

4) I RECOMMEND THIS CHANGE, WHICH WOULD RESULT IN A NET
SAVING OF ONE US AND TWO LOCAL POSITIONS.

C. CUSTOMS AND IMMIGRATION AND NATURALIZATION SERVICE

1) ALMOST ALL PERSONNEL FROM THESE AGENCIES SERVING IN
CANADA ARE ASSIGNED TO THE "PRE-CLEARANCE" OPERATION AT
THE INTERNATIONAL AIRPORTS IN MONTREAL, TORONTO, CALGARY
AND VANCOUVER. THESE PERSONNEL -- 78 FROM INS AND 121
FROM CUSTOMS -- ARE NOT REPEAT NOT INCLUDED IN THE DATA
BASE FOR THE GORM PROCESS, SINCE THEIR PRESENCE IS NOT
DIRECTLY RELATED TO THE OBJECTIVES OF OUR DIPLOMATIC
MISSION IN CANADA.

2) THERE ARE, HOWEVER, THREE EMPLOYEES OF THESE AGENCIES
WHO ARE NOT ASSIGNED TO THE PRE-CLEARANCE OPERATION: ONE
CUSTOMS OFFICER AT CONGEN MONTREAL AND ONE INS OFFICER

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AND ONE SECRETARY AT EMBASSY OTTAWA (ALL THREE U.S.
POSITIONS).

3) THE CUSTOMS OFFICER IN MONTREAL PERFORMS A VARIETY OF
PROFESSIONAL FUNCTIONS, BUT SPECIALIZES IN ANTI-DUMPING
AND COUNTERFEITING INVESTIGATIONS.

4) THE INS OFFICER (SUPPORTED BY ONE SECRETARY) ASSIGNED
TO OTTAWA IS PRIMARILY CONCERNED WITH EXTRADITION CASES,
BUT ALSO PERFORMS ESSENTIAL LIAISON BETWEEN THE EMBASSY,
INS INSTALLATIONS ELSEWHERE IN CANADA AND THE U.S., AND
THE CANADIAN GOVERNMENT. THIS OFFICER REPORTS TO THE INS
REGIONAL HEADQUARTERS IN BURLINGTON, VERMONT, WHOSE
DIRECTOR RECENTLY VISITED OTTAWA TO REVIEW THE FUNCTIONS
OF THIS POSITION AND DISCUSS WITH ME THE PROS AND CONS
OF ELIMINATING IT AND TRANSFERRING ITS WORKLOAD TO THE
BURLINGTON OFFICE. MY JUDGMENT IS THAT, WHILE IT IS
MARGINALLY MORE HELPFUL TO US TO HAVE AN OFFICER RESIDENT
IN OTTAWA AND ABLE TO PERFORM FACE-TO-FACE LIAISON FUNC-
TIONS WITH CANADIAN OFFICIALS, THE ESSENTIAL FUNCTIONS
COULD BE EFFECTIVELY PERFORMED FROM BURLINGTON, PROVIDED
ONE OFFICER IS CLEARLY DESIGNATED AS RESPONSIBLE FOR THE
LINK TO OTTAWA, AND IS GIVEN ADEQUATE TRAVEL FUNDS FOR
FREQUENT VISITS. I, THEREFORE, RECOMMEND THIS CHANGE,
WHICH WOULD RESULT IN THE SAVING OF TWO U.S. POSITIONS.
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D. DRUG ENFORCEMENT AGENCY

1) GIVEN THE CONTIGUITY OF CANADA WITH THE UNITED STATES,
DEA ACTIVITIES IN CANADA CAN HAVE A DIRECT AND IMMEDIATE

IMPACT ON DRUG TRAFFICKING IN THE U.S. THIS PROGRAM THEREFORE RELATES MORE TO U.S. DOMESTIC RATHER THAN FOREIGN POLICY GOALS.

2) IN CANADA, THERE ARE FOUR DEA OFFICES COMPRISING 12 U.S. POSITIONS. IN TWO CASES (OTTAWA AND TORONTO), STAFFING IS AT A MINIMUM LEVEL OF ONE OFFICER AND ONE SECRETARY. IN TWO OTHER CASES (VANCOUVER AND MONTREAL), THREE AND TWO OFFICERS, RESPECTIVELY, HAVE BEEN ASSIGNED.

3) THE UNIT NOW ASSIGNED TO VANCOUVER COULD BE MOVED TO BLAINE, WASHINGTON, JUST SOUTH OF THE BRITISH COLUMBIA BORDER, WITHOUT SIGNIFICANTLY IMPAIRING ITS OPERATIONAL EFFECTIVENESS. ESSENTIAL LIAISON WITH CANADIAN AUTHORITIES WOULD THEN CONTINUE FROM SLIGHT REMOVE. I RECOMMEND THIS MOVE, WHICH WOULD RESULT IN THE ELIMINATION OF FOUR AMERICAN POSITIONS IN CANADA. I UNDERSTAND DEA HEADQUARTERS IS ALREADY CONSIDERING THIS POSSIBILITY.

E. ICAO

THE U.S. MISSION TO THE INTERNATIONAL CIVIL AVIATION ORGANIZATION IN MONTREAL COMPRISES SIX U.S. POSITIONS. IT IS ONLY NOMINALLY UNDER MY JURISDICTION. IT APPEARS TO BE PERFORMING EFFICIENTLY AT THE CURRENT STAFFING LEVEL BUT I WOULD DEFER TO THE DEPARTMENT FOR CLOSE ANALYSIS ON THAT POINT.

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F. INTERNAL REVENUE SERVICE.

THE IRS OFFICE IN OTTAWA COMPRISES FOUR U.S. POSITIONS, BUT IT ALSO SUPPORTS SEVERAL TDY OFFICERS ACROSS THE COUNTRY ON A SEASONAL BASIS. IT CARRIES A HEAVY CASELOAD OF INVESTIGATORY AND ADVISORY WORK THOROUGHOUT THE YEAR, AND MAKES AN IMPORTANT CONTRIBUTION TO THE U.S./CANADIAN RELATIONSHIP BY ASSURING ORDERLY PERFORMANCE IN THE TAXATION SECTOR. THE UNIT APPEARS TO BE APPROPRIATELY STAFFED AND IS HIGHLY COST EFFECTIVE.

G. FEDERAL BUREAU OF INVESTIGATION

1) THE FBI OFFICE IN OTTAWA COMPRISES FIVE U.S. POSITIONS, OF WHICH TWO ARE OFFICERS. IT CARRIES A CASELOAD OF CRIMINAL INVESTIGATION THROUGH LIAISON WITH CANADIAN AUTHORITIES, AND PERFORMS ACTIVITIES IN THE FIELDS OF SECURITY CHECKS, EXTRADITION AND POLICE LIAISON. ITS FUNCTIONS THUS RELATE TO OUR GENERAL OBJECTIVE OF PRESERVING A COOPERATIVE AND MUTUALLY SUPPORTIVE RELATION-

SHIP WITH CANADA, IN THIS CASE IN THE FIELD OF LAW ENFORCEMENT.

2) IN MID-1977, WHEN THE TWO INCUMBENT OFFICERS WERE ASSIGNED, FBI HEADQUARTERS REVIEWED THE STAFFING PATTERN AND DECIDED TO MAINTAIN THE EXISTING LEVEL DESPITE EARLIER CONSIDERATIONS GIVEN TO A REDUCTION OF ONE. THE LEGAL ATTACHE TELLS ME THAT AN FBI AUDIT TEAM WILL VISIT OTTAWA IN MAY/JUNE 1978 AND WILL AGAIN ADDRESS THE QUESTION OF APPROPRIATE STAFFING. I SHOULD NOTE THAT THE NEWLY ASSIGNED DEPUTY IS QUALIFIED IN FRENCH (HIS PREDECESSOR WAS NOT), WHICH SIGNIFICANTLY IMPROVES OUR ABILITY TO DEAL WITH THE QUEBEC PROVINCIAL POLICE.

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H. DEPARTMENT OF AGRICULTURE

1) SIX U.S. AND FIVE LOCAL POSITIONS ARE ASSIGNED TO THIS FUNCTION. OF THESE, THREE U.S. AND TWO LOCAL POSITIONS PERFORM INSPECTION ACTIVITIES (MOSTLY GRAIN) IN THE MONTREAL CONSULAR DISTRICT. ONE U.S. OFFICER, ASSIGNED TO OTTAWA, HAS MEAT INSPECTION RESPONSIBILITIES.

2) THE AGRICULTURE UNIT IN EMBASSY COMPRISES TWO U.S. AND THREE LOCAL POSITIONS. IT MAKES AN ESSENTIAL CONTRIBUTION TO THE MANAGEMENT OF OUR TRADING RELATIONSHIPS WITH CANADA BY PROVIDING A WIDE VARIETY OF STATISTICAL INFORMATION AND ANALYTICAL REPORTS TO THE DEPARTMENTS OF AGRICULTURE, STATE AND COMMERCE, AND PERFORMING LIAISON AND NEGOTIATION WITH CANADA OFFICIALS AS NECESSARY. THE CURRENT STAFFING LEVEL IS APPROPRIATE TO THE TASKS ASSIGNED.

I. SPECIAL U.S. LIAISON OFFICE

THIS UNIT COMPRISES SIX U.S. POSITIONS ASSIGNED TO EMBASSY OTTAWA. IT EXISTS TO PERFORM LIAISON AND TRANSMISSION OF INFORMATION BETWEEN THE U.S. NATIONAL SECURITY AGENCY AND ITS CANADIAN COUNTERPART. ANY EXAMINATION OF ITS LIMITED OFFICIAL USE

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STAFFING SHOULD BE CARRIED OUT BY WASHINGTON.

J. U.S. TRAVEL SERVICE

1) THIS UNIT, COMPRISING FOUR U.S. AND FOUR LOCAL POSITIONS, WAS ESTABLISHED IN TORONTO TO PROVIDE TRAVEL INFORMATION TO THE VERY LARGE NUMBER OF CANADIANS WHO VISIT THE U.S. EACH YEAR. BY LEASED TELEPHONE LINE, IT IS ABLE TO PROVIDE INFORMATION WITHOUT FEE TO PERSONS LIVING WELL OUTSIDE THE TORONTO AREA.

2) THIS SERVICE PERTAINS MORE TO U.S. DOMESTIC ECONOMIC INTERESTS THAN TO FOREIGN POLICY GOALS. MY IMPRESSION IS THAT PROVISION OF THIS FACILITATIVE ASSISTANCE MAY WELL TIP THE BALANCE IN PERSUADING MANY CANADIANS TO SPEND THEIR TOURIST DOLLARS SOUTH OF THE BORDER. I, THEREFORE, RECOMMEND NO CHANGE IN CURRENT STAFFING.

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VIII. RANK ORDER LISTING

1. EMBASSY MADE FOLLOWING ASSUMPTIONS AND CALCULATIONS IN ARRIVING AT A FIGURE, IN TERMS OF POSITIONS, REPRESENTING TEN PERCENT OF OVERALL MISSION RESOURCES, INCLUDING THOSE OF OTHER USG ACTIVITIES IN CANADA. FOR STATE RESOURCES ONLY, EMBASSY IS UTILIZING FIGURES OF 91 U.S. (77 OFFICERS, 14 STAFF) AND 156 FSL'S; THE TWELVE POSITIONS OF THE "OTHER" CATEGORY, WHICH WE ABSORBED AT DEPARTMENT'S REQUEST FOR DECISION PACKAGES, ARE NOT INCLUDED. WITH REGARD TO OVERALL FIGURES FOR THE REMAINING USG ACTIVITIES, EMBASSY CALCULATES 62 U.S. AND 23 FSL POSITIONS. (AS MENTIONED IN SECTION VII, THERE ARE SEVERAL ACTIVITIES WHICH ARE NOT INTEGRAL PARTS OF MISSION'S RESOURCES NOR

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DIRECTLY RELATED TO MISSION GOALS AND OBJECTIVES--PRE-CLEARANCE OPERATIONS AND THE U.S. MILITARY EXCHANGE PRO-

GRAM, FOR EXAMPLE--AND THEIR NUMBERS HAVE NOT BEEN INCLUDED IN CALCULATION.) TEN PERCENT OF THE TOTAL RESOURCES, THEREFORE, IS 15 U.S. AND 18 FSL POSITIONS OR THE EQUIVALENT, UTILIZING THE RATIO OF 1:3. EMBASSY HAS CHOSEN THE NUMERICAL EQUIVALENT OF 17 U.S. AND 12 FSL POSITIONS.

2. THE RANK ORDER LISTING, FROM LOWEST TO HIGHEST PRIORITY, FOLLOWS:

1) DEA (US), VANCOUVER; 2) DEA (US), VANCOUVER; 3) DEA (US), VANCOUVER; 4) DEA (US), VANCOUVER; 5) ASSISTANT GSO (US), OTTAWA; 6) COMM OFFICER (US), VANCOUVER; 7) COMM OFFICER (US), TORONTO; 8) COMM ASSISTANT(FSL) VANCOUVER; 9) COMM ASSISTANT (FSL), TORONTO; 10) SR. CONSULAR CLERK (FSL), HALIFAX; 11) INS (US), OTTAWA; 12) INS (US), OTTAWA; 13) ADMIN ASSISTANT GSO (FSL), QUEBEC; 14) SECRETARY (US), MONTREAL; 15) ICA (US), TORONTO; 16) ICA (FSL),TORONTO; 17) ICA (FSL), VANCOUVER; 18) SENIOR ENGINEER (IJC)(US), WINDSOR; 19) ADMIN ASSISTANT (FSL), HALIFAX; 20) JR. COMMERCIAL ASSISTANT (FSL), MONTREAL; 21) COMMERCIAL OFFICER (US), MONTREAL; 22) SR. ADMIN ASSISTANT (FSL), WINNIPEG; 23) COMMERCIAL OFFICER (US), CALGARY; 24) SR. ADMIN CLERK (FSL), CALGARY; 25) CONSULAR OFFICER (US), QUEBEC; 26) JR. CONSULAR ASSISTANT (FSL), QUEBEC; 27) JR. EXECUTIVE ASSISTANT (FSL), OTTAWA; 28) ADMIN OFFICER (US), VANCOUVER; 29) C&R OFFICER (US), OTTAWA.

ICA U.S. POSITION WOULD ALSO BE ELIMINATED, BUT MUST BE TRANSFERRED TO OTTAWA (SEE NARRATIVE).

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TAGS: OGEN
To: SECSTATE WASHDC
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